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Confidential

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Cardinal

TOBACCO TASK FORCE DIRECTORY

May 20, 1993

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new title.

have a new plan -

Fed E T implementation plan

FET implementation plan

*Susan
any time you see
June 2 close to
June 1*

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14. MESSAGE
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● Project Consumer Outreach ✓
Consumer Data Base

*5/20/93

Lead Responsibility: PM: Janice McDaniel
RJR: Randy Thompson, J. Ellis

ETS ☐ FET ☒

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Time Line:

- Review June 1
-RJR /PM Data base merge - end of March (done)
-Message Development - Ongoing

Description: Insure direct mail capability exists to reach entire data base with a message on ETS and/or excise taxes. Need Mass Mobilization of unduplicated people in PM's and RJR's data base. Provide means for both written and telephone communications with Congress and the White House on excise tax issue.

Action:

- select specific targets for mail campaign
- WRO to identify targets. ()
 - Initiate legal review.
 - Initiate technical review.
 - Collaborate to determine whether same message can go to data base of both companies.
 - PM/RJR teleconference with report book.
 - Tom Griscom having Randy Thompson coordinate with PMUSA. They are working on all action items to get ready for mass mailing.

Budget: TBD/Split with RJR

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Project _____ Consumer Outreach _____
Redemption Stuffers

*5/20/93

Lead Responsibility: PM: Jim Spector, Janice McDaniel
RJR:

ETS ☐ FET ☒

Time Line:

~~*Due Mid May, 1993~~

Description: Design cards on ETS and on the Excise Tax issues for insertion in all packages fulfilled out of Kankakee and Lafayette fulfillment centers. Also prepare cards to be inserted in outgoing branded direct mail pieces and carton stuffers.

Action:

- Coordinate points with RJR.
- Develop estimate of number of fulfillment packages.
- Exploring logistics of carton stuffers.
- Developing schedule of branded direct pieces to be mailed over the remainder of year.
- *Preview insert copy: Week of April 26.
- RJR is working on their copy for ETS and should have it by 3/19/93; they are also at work on FET piece.
- Coordinate Points with RJR week of 3/15/93.

Budget: TBD

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Project _____ *Business Outreach* _____
Trade Meetings

*5/20/93

Lead Responsibility: PM:
RJR: Tom Griscom

W 2

ETS ■ FET ■

Time Line:
April 15, 1993

Description: How do we make presentation to trade groups? Need to develop a plan to meet.

Action:
-Tom Griscom to develop a list of trade groups.

Budget:

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● Project Business Outreach Direct Mail to CEO'S

*5/20/93

Lead Responsibility: PM: James Ramsay
RJR: Seth Moskowitz

ETS ■ FET □

Time Line:
-April 15, 1993

Description: Present ETS arguments to leading CEO's in a CEO to CEO letter. Include accommodation program description and information on how we can help.

- Target companies considering bans
- Also CEO to trade group letters, EX: WIC to NATD, WIC to NACS, etc.

Note: Tom Griscom reports that McDonald's franchises met in Washington, DC and complained to corporate McD's about the smoking ban. When asked, not one of the franchise owners supported the ban.

Action:

- WIC letters to other CEOs, using Merck Model; drafted.
- WIC letter to Merck Chairman approved by WIC and Legal. Final to WIC for signature. This letter is a model - others are being written to chairs of Pepsi and other labor corps.
- Bill Campbell - T.J. O'Brien - Dial Corporation.
- MAM send letter to McDonald's with follow-up briefings/Presentations. (Prepared by Ellen Merlo)
- Meeting of all franchise owners of McDonald's in Washington, DC.
- Develop a generic letter. Get copy to Kathleen Linehan
- Griscom give us contacts from Gerstner.
- Some would go jointly.
- Craig Fuller will pull letter used and copy Tom Griscom.
- Steve Parrish setting meeting with Kraft and Reps of McDonald's.
- Assembling other recommendations.
- Indicate letter for MAM.
- WIC and other PM CEO letters being drafted. Copy due 3/18/93. (Done)

Budget:

NO

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Project _____ Business Outreach _____
Business Roundtable

*5/20/93

Lead Responsibility: PM: Craig Fuller
RJR: B. Oglesby

ETS ☒ FET ☐

Time Line:

~~April 9, 1993~~

Review June 1

Description: Advise BRT members of threat to business posed by EPA/OSHA indoor air regulations. Seek participation in coalition.

Action:

- Send Accommodation letter
- Need materials
- Chairman to Chairman communication letter (B. Oglesby / Craig Fuller)

Budget:

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Project Business Outreach Chambers of Commerce

*5/20/93

Lead Responsibility: PM: Vic Han
RJR: Roger Beahm

ETS ■ FET ■

Time Line:-

~~April 1993~~

Review June 1

Description: Reach business audience with our message on ETS and Excise Taxes through participation in Chamber of Commerce economic forums over the next several months.

Action:

- Schedule Task Force "spokesperson" into Chamber events.
- Draft basic speeches.
- Ask PM employees who participate in Chambers of Commerce to present our "white papers" for distribution.
- Invite Chamber groups to New York to visit PM.
- Jim Miller - Former OMB Director.
- Hold meetings with Executive Directors at PM in New York.
- USSA - Dave Bretton's review tapes from Crossfire.
- Have Dave Bretton come to New York to meet with Vic and Roger Ailes.
- Check to see what PM/RJR have done with Bretton before.
- Burson needs to lay out plan.
- Tom Griscom and Craig Fuller agreed Burson should develop the Chamber of Commerce outreach plan to determine where we might be able to place spokespeople.

Budget:

2048592121

Project Business Outreach
National Association of Manufacturers

*5/20/93

Lead Responsibility: PM: Roy Marden
RJR:

ETS ■ FET ■

Time Line: *Renew June 1*
-Due May 1, 1993 - FET
-Due March 15, 1993 - ETS

Description: Give support for our indoor air regulation proposal. Alert members to EPA/ETS related issues.

Action:

-Make contact: Due March 15

Budget:

2048592122

Yes

Alert to our opposition

2048592123

*Project _____ Business Outreach_
_____ National Association of Manufacturers*

*5/20/93

Lead Responsibility: PM: Roy Marden
RJR:

ETS ■ FET ■

Time Line:

Renew June 1
-Due May 1, 1993 - FET
-Due March 15, 1993 - ETS

Description: Give support for our indoor air regulation proposal. Alert members to EPA/ETS related issues.

Action:

-Make contact: Due March 15

Budget:

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Project Advocate Outreach Mass Mailing

*5/20/93

Lead Responsibility: PM: Lance Pressl, Janice McDaniel, Bob Reese
Chris Donohue
RJR: Randy Thompson

ETS ☐ FET ☒

Time Line:

~~Due late March 1993~~

*Due June 9th
Review June 1*

Description: 1.25 million piece directed to volunteer "advocates" will generate approximately 200 letters to each legislator. 240 (WRO to determine) targeted Members of Congress. Self-mailer to drop late March to produce results in April/May.

- Message -Fight monster taxes
- Regressivity
- Jobs at risk

Action:

Review Text June 9
write to members of Congress and Administration (WRO)

- Joint list developed with RJR/TI. Janice McDaniel attended meeting on 3/22 in WDC to finalize.
- Mail piece sent to New York on 3/23/93.
- Creative under development/Done.
- Waiting for targets from WRO/Done.
- Message points to be determined by WRO/Done.
- Need to develop message./Done.
- WRO has to give direction on message./Done.
- What amount should be in Communication \$2, \$1, .50, .24?/Done.

Budget: \$450,000

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Project Advocate Outreach Volunteer "Advocates"

*5/20/93

Lead Responsibility: PM: Bob Reese, Janice McDaniel
RJR: Randy Thompson

ETS ☐ FET ☒

Time Line:

-Completed

~~Need to~~ Review June 1

Description: Activate the volunteer "advocates" in our systems and begin phone bank operations to generate calls to Congress on excise taxes. Generate 200 calls each to key legislators: House Ways & Means, Senate Finance, Leadership, White House, Mrs. Clinton's Office. Calls spread over 4-5 day span and direct connect process will be used. Split target with RJR.

•Develop "quick response" program allowing us to contact, within 24 hours, Administration officials or Members of Congress making statements in opposition to tobacco excise tax.

Note: Develop generic scripts and approve generic scripts for phone backs and letter writing.

Action:

- ~~Set up a~~ Review capability to insure operation in case needed ~~status~~
- Set up phone bank operations/ Done.
- Activate calls to targeted committee members / Done.
- Optima in Washington, DC to provide final report./Done.

Budget: PM - \$175,000
RJR - N/A

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● Project Grassroots Effort
Quick Response to Phone Bank

*5/20/93

Lead Responsibility: PM: Jim Spector
RJR:

yes

ETS ☐ FET ☒

Time Line: *Review June 1*

Description: How to respond with phone banks very quickly to any new initiatives or proposals concerning FET.

Action:

*Procedures in place to respond within 24 to 48 hours.

Budget:

2048592128

Project _____ Grassroots Effort _____ Letters

*5/20/93

Lead Responsibility: PM: James Ramsay
RJR:

yes

ETS ☐ FET ☒

Time Line:

~~Due March 22, 1993~~

Review June 2

Description: Convenience Store Owners (WIC), PM Invitational (MAM), Growers, Customers, Venders, Phil-PAC Contributors.

Local Unions, Pass resolutions, articles for publications.

State CARTs, mobilizations.

Action:

- Evaluate letter writing campaign June 2
- Review MAM letters (again)

- 25 LTE's (10 retailers, 15 smokers) opposing FET drafted.
- Six Op-eds drafted opposing FET.
- CART - Data to be provided by Derek Crawford. CART op-eds will be delivered to Tina Walls for distribution one week after data is received.
- Phil-PAC Shareholders - MAM letters to these groups awaiting approval.
- Individual WIC letters to customers, venders, growers to be sent out week of 4/5/93.
- Letters submitted - Ellen Merlo will forward on 3/15/93

Note: Eagle Alliance allows RJR to reach marketing people, suppliers, growers and others. They are preparing for their direct mail effort and will coordinate with Jay Poole.

Budget:

2048592129

● Project _____ Grassroots Effort _____ Unions

*5/20/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ☒

Time Line:
Due March 22, 1993

Description: Checking with Roger Penske to see who he can call to help us on FET. (Kirkland)

● *Action:*

- WIC to meet with BCT leaders.
- Consider TI role.
- Follow-up on results.

● *Budget:*

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● Project Grassroots Effort
Public Affairs / Group Outreach

*5/20/93

ND

Lead Responsibility: PM: Frank Gomez
RJR:

ETS ☒ FET ☐

Time Line:
-Ongoing

Description: Resolutions of support on ETS.

● *Action:*
-Draft resolution for groups to use.

● *Budget:*

2048592131

Project _____ Grassroots Effort _____ Employees

*5/20/93

Lead Responsibility: PM: Chris Donohue, Jay Poole, Jim Ramsay
RJR: Tom Augburn (Eagle Alliance - tabs into sports, marketing, suppliers, growers)

ETS ☐ FET ☒

Time Line:

~~March 22, 1993~~

Evaluate letter writing Campy (June 2)

Description: Company wide alert should be sounded to enlist company employees in the effort. The alert should be in the form of a communiqué from MAM and WIC or other senior executive and be sent, at a minimum, to all operating company managers/Jay Poole. The message should concisely state the nature of the threat and strongly suggest that all employees contact their Congressional representatives.

Action:

- WIC letters to PMUSA employees plus sample letters and points received by all employees.
- Nearly 3000 letters have been mailed from employees at the three plant locations. This number includes letters sent by union employees. Responses have been received by Senators Faircloth of North Carolina, Warner of Virginia and McConnell which express strong support for our position on FET. Efforts are ongoing to generate more letters. I have not yet seen any responses from the White House. - JSP
- WIC message to be sent to all PMUSA employees, including points to be made to legislators and sample letter on 4/5/93.
- MAM and other CEO messages will be sent after approvals.
- Initiate copy development.
- Select employee groups have been contacted by Jay Poole as of 3/10/93.
- Plant Communities.
- Sales Force.
- Letters being reviewed by Ellen Merlo - will mail week of 3/15/93.
- Copy for MAM, WIC and other CEOs of other PM operating companies prepared for review 3/12/93. (Done)
- Mike Szymanczyk memo prepared for sales force 3/10/93.

Budget: Materials in preparation

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Project _____ Grassroots Effort _____ Suppliers

*5/20/93

Lead Responsibility: PM: Alan Miller, Richard Klemp, Peggy Martin
RJR:

yes

ETS ■ FET ■

Time Line:

~~End of March, 1993~~

✓ campaign
Evaluate June 2

Description: Insure direct mail capability exists to reach senior officer in supplier companies with message on ETS and/or excise taxes. Joint letters.

Action: - ~~FET~~ review letter packages (FET) to ^{key} select suppliers

- Suppliers in TN, KY, VA and NC have been asked to generate letters. We don't have a hard number as to how many may have been written, but we estimate that several hundred suppliers have been asked to write Members.
- Prepare updated list of venders from operating companies.
- Send Accommodation letter.
- Initiate copy development.

Budget:

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● Project _____ Grassroots Effort _____
_____ Accommodation - Hosp. / Indust.

*5/20/93

no

Lead Responsibility: PM: Lance Pressl
RJR: Tim Harris

ETS ☒ FET ☐

Time Line:
-April 15, 1993

● *Description:* Provide viable alternatives to mandated smoking restrictions and bans.

Action:

- Waiting to review McDonald's smoking ban study with the Wirthlin Group.
- Continue outreach programs to high profile restaurants/hotel chains, associations and industry leaders. (Bowling proprietors, D.C. Restaurant Assoc., Oklahoma Restaurant Assoc., and Hospitality Assoc. contacted this past week.)
- Liner coalition building efforts to legislative battles.
- Reinforce accommodation program with consumer pull-through.
- Economic impact studies.

● *Budget:*

2048592134

● Project _____ Grassroots Effort _____
_____ Accommodation - Airport

*5/20/93

no

Lead Responsibility: PM: Lance Pressl
RJR: Tim Harris

ETS ■ FET □

Time Line:
-April 15, 1993

Description: Maintain smoking areas in terminal and airline clubs.

● -RJR works with Marriott

Action:

- Rhode Island airport accommodation lounge in full operation.
- Develop outreach programs.
- Provide technical assistance.
- Develop signage.

● *Budget:*

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● Project _____ Grassroots Effort _____ Accommodation - Workplace

*5/20/93

Lead Responsibility: PM: Lance Pressl, Steve Parrish
RJR: Rob Meyre

N D

ETS ■ FET □

Time Line:
-April 15, 1993

Description: Provide legal, economic and technical support to businesses considering smoking bans or restrictions.

● *Action:*

- PM/RJR working on Restaurant Guide (coordinate).
- Seton name plate sign catalog will offer accommodation signage.
- Catalog to be distributed to PMUSA venders.
- Develop model smoking policy.
- Develop arsenal of technical recommendations to upgrade ventilation system.
- Assemble "case studies" for publication.
- Identify/target key industries, e.g., manufacturing, small businesses etc.
- Parrish to review with Wayne the legal aspects.
- Activating plan for California (TAW/DL/APCO).

● *Budget:*

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10/10/10

Project Government Affairs State Legislators and their Organizations

*5/20/93

Lead Responsibility: PM: Ellen Merlo/Tina Walls/Ted Lattanzio/Jay Poole
RJR:

Yes

ETS ☐ FET ☒

Time Line:

~~Ongoing~~

Evaluate how to make contact June 7.

Description: Develop listing of state lawmakers who could be helpful in contacting Congress and the Clinton Administration.

Action:

- SLC - Initial discussion of meeting set with SLC Chairman to have resolution in place for 4/28-29. SLC meeting set for 3/22.
- NGA - Campbell contacted, Calls to DC Headquarters made.
- CARTs - State strategies being defined. Awaiting finalization of which ones are to be actuated/started.
- List of MC's known to State Contractors submitted to WRO.
- ERC & MLC - contacts to be made this week.
- ALEC and NCSL are willing to update state impact studies. Derek Crawford determining cost.
- Contacting WLC of CSG to update state impact studies and activate members.
- Listing of state legislators continuously being compiled. Need action instructions, sample letters and talking points.
- NCSL Meeting on 5/7 to discuss healthcare proposal and funding. Field Staff alerted.

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State Legislators and their Organizations

(Continued)

REGION VII:

Illinois

- Patrick Quinn - State Treasurer (D)
- Sen. Pate Phillips (R)
- Sen. Laura Kent Donohue (R)
- Sen. J. Bradley Burzyuski (R)
- Sen. Todd Sieben (R)
- Sen. Aldo DeAngelis (R)
- Sen. Thomas Dunn (D)
- Sen. William O'Daniel (D)

REGION VIII:

Kansas

- Sen. Paul Burke (R)

REGION IX:

Louisiana

The Honorable Bob Odom
Commissioner of Agriculture
P. O. Box 631
Baton Rouge, LA 70821

The Honorable Mary Landrieu
State Treasurer
P.O. Box 94154
Baton Rouge, LA 70804

The Honorable Samuel "Sammy" Nunez, Jr.
President of the Senate
2016 Packenham Drive
Chalmette, LA 70043

The Honorable Dennis Bagneris
President Pro-Tempore of the Senate
4948 Chef Menteur Hwy., Room 318
New Orleans, LA 70126

The Honorable Mike Foster
Chairman of Senate Commerce Committee
P.O. Drawer 730
Franklin, LA 70538

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State Legislators and their Organizations

(Continued)

The Honorable B.B. "Sixty" Rayburn, Sr.
Chairman of Senate Finance Committee
12562 Hwy. 1075
Bogalusa, LA 70427

The Honorable Jon D. Johnson
Chairman of Senate Revenue & Fiscal Affairs Committee
7240 Crowder Blvd., Ste. 405
New Orleans, LA 70127

The Honorable John A. Alario, Jr.
Speaker of the House of Representatives
1063 Muller Parkway
Westwego, LA 70094

The Honorable Elias "Bo" Ackal, Jr.
Chairman of House Appropriations Committee
P.O. Box 13408
New Iberia, LA 70562-3408

The Honorable Steve J. Theriot
Chairman of House Ways & Means Committee
1225 Avenue C
Marrero, LA 70072

The Honorable John D. Travis
Chairman of House Commerce Committee
P.O. Box 412
Jackson, LA 70748

REGION X:

Colorado

- Rep. Paul Schauer (R)

North Dakota

- Sen. Corliss Mushik (D)
- Sen. Steve Tomac (D)

REGION XI:

Utah

- Sen. Mike Dmitrich (D), Senate Minority Leader
- Rep. Frank Pignanelli (D), House Minority Leader

REGION XII:

Budget:

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